



General Government Division

B-280292

February 19, 1999

The Honorable Bob Franks, Chairman
The Honorable Robert Wise, Jr.
Ranking Democratic Member
Subcommittee on Economic Development,
Public Buildings, Hazardous Materials and
Pipeline Transportation
Committee on Transportation and Infrastructure
House of Representatives

Subject: General Services Administration: Travel and Training Activities of the Public Buildings Service

This letter responds to your request for information on the travel and training activities of employees of the Public Buildings Service (PBS) within the General Services Administration (GSA). You expressed concern about the use of resources for travel and training purposes when the Federal Buildings Fund (FBF) had a revenue shortfall. Specifically, for selected years, you asked for information on PBS' (1) limits on expenditures and obligations for travel and training, (2) off-site events sponsored by PBS' Central Office and National Capital Region (NCR), (3) trips taken by staff in the Commissioner's Office, and (4) employees attending management training programs.

Results in Brief

The fiscal year 1997 limit imposed through the appropriations process on the amounts PBS could expend on travel was about 62 percent higher than the limit imposed on travel spending for fiscal year 1992 when adjusted for inflation. In fiscal year 1998, the appropriations act for GSA did not include a provision limiting PBS travel expenditures. There is no comparable limit on the amounts PBS can expend for training. When adjusted for inflation, PBS' fiscal year 1998 travel obligations were 34 percent higher than its fiscal year 1992 travel obligations, and its fiscal year 1998 training obligations were 23 percent lower than its fiscal year 1992 training obligations. However, on an annual basis, obligations for travel and training fluctuated. According to PBS officials, increases in travel were primarily related to the New York World Trade Center bombing trial in 1994 and security issues during the 1996 Olympics in Atlanta, GA. Also, increases in training occurred based on the need to train staff in a new computer system and new business processes, resulting from planned changes in the way PBS would conduct business in the future.

PBS identified 27 off-site events that were sponsored by the Central Office at a total cost of \$2.7 million and 6 off-site NCR events that costed a total of \$276,862. All of these events were held during fiscal years 1996 through 1998. Most of the events were regularly scheduled

161 700

recurring management conferences. Also, during fiscal years 1996 through 1998, staff in the PBS Commissioner's office traveled 256 times at a cost of about \$200,000.

According to PBS data, 15 of its employees attended management development programs at GSA's expense in fiscal years 1995 through 1998; and according to PBS officials, all 15 of these employees were still employed by GSA as of February 4, 1999. The number of PBS staff sent to these types of programs has declined over the years, with no additional employees being sent in fiscal year 1998.

Scope and Methodology

To provide information on PBS' travel and training obligations for fiscal years 1992 through 1998, we obtained reports from GSA's National Electronic Accounting and Reporting System that record obligated funds. We interviewed PBS officials about the fluctuations in the data provided but did not independently verify these data. We also obtained documents from PBS budget officials that showed PBS's specific limitations on travel expenditures for fiscal years 1992 through 1997. PBS did not have a specific limitation on travel expenditures for fiscal year 1998 and generally has not had any specific limitation imposed on its training expenditures. We obtained information on the shortfalls in the FBF and GSA's actions to deal with the shortfalls from a recent report we issued.¹

To provide information on off-site events, which we defined as being outside of Washington, D.C., sponsored by PBS' Central Office and NCR, we relied on data provided by PBS officials. Neither the Central Office or NCR had a central location for information on off-site events; therefore, we could not determine whether all off-site events were identified or if the data provided were complete. We requested PBS officials in the Central Office and NCR to identify all off-site events that they sponsored during fiscal years 1996 through 1998 and to provide specific information on each event, including the dates, information on attendees, cost, purpose, and location.

To provide information on the frequency and cost of trips taken by staff in the PBS Commissioner's Office for fiscal years 1996 through 1998, we examined travel orders and travel vouchers for trips taken by the staff during this time. We discussed questions we had about any of the travel with the deputy commissioner. We reviewed training authorization forms to identify staff that attended management training programs during fiscal years 1995 through 1998. We obtained the names of employees attending such programs, the provider of the program, the year of attendance, the cost of the program and travel, and the grade level of the employee. We relied on PBS officials to tell us if these employees were still employed by GSA as of when we received the information on February 4, 1999. We did not assess the need for or appropriateness of PBS' travel or training.

¹ General Services Administration: Impact of Overestimation of Rental Revenue on the Federal Buildings Fund (GAO/GGD-98-183, Aug. 17, 1998).

We conducted our review in Washington, D.C., between June 1998 and January 1999 in accordance with generally accepted government auditing standards. We requested comments on a draft of this letter from the Administrator of GSA. GSA's comments are discussed at the end of this letter.

Background

PBS is the federal government's principal real estate agent, and its operations and capital costs are primarily financed through the FBF. PBS charges federal agencies rent for the space they occupy, and the receipts for the rent are deposited in the FBF. As part of the President's budget preparation process, GSA estimates the rental revenue PBS expects to receive. Through the appropriation process, Congress annually limits how much of the fund can be expended for various activities. Due to weaknesses in the process used to estimate rental revenues, beginning with fiscal year 1994 and continuing through fiscal year 1997, PBS' actual annual rental revenues were overestimated, resulting in the receipt of less rental revenue than anticipated in the annual budgets. In January 1997, PBS informed Congress that it expected its total overestimation of rental revenues for fiscal years 1996 and 1997 to be \$847 million.

While there was a shortfall between the estimated and actual rental revenues in the FBF, at no point did PBS obligate more funds than it had received. PBS was able to deal with the overestimations by reducing planned expenditures, using unobligated carryover balances, and establishing a reserve to ensure that obligational authority was not used until revenue was available to cover the obligations. In August 1998,² we reported that GSA had taken or planned to take corrective actions that, if effectively implemented, should help improve future rental revenue estimates.

Travel and Training Expenses

For many years, the annual appropriations acts that contain the appropriations for GSA—including PBS—have contained a general provision that limited the amounts GSA and other agencies covered by the acts could spend on travel expenses.³ This limitation did not apply to the amounts that PBS could expend for training. The fiscal year 1997 limit imposed on the amounts PBS could expend on travel was about 62 percent higher than the limit imposed on travel spending for fiscal year 1992 (\$7.7 compared to \$12.5 million) when adjusted for inflation. In fiscal year 1998, the appropriations act for GSA did not include a provision limiting PBS travel expenditures. Obligations for travel and training fluctuated annually as shown in table 1. However, when adjusted for inflation, PBS' travel obligations in fiscal year 1998 were about 34 percent higher than its fiscal year 1992 travel obligations and its fiscal

² GAO/GGD-98-183, Aug. 17, 1998.

³ See for example, section 519 of the Treasury, Postal Service, and General Government Appropriations Act, 1996. This section provides that where an agency's appropriations are available for travel expenses, travel expenditures from the appropriations may not exceed the amounts set forth for travel in the budget estimates without advance approval from the House and Senate Committees on Appropriations.

year 1998 training obligations were about 23 percent lower than its fiscal years 1992 training obligations.

Table 1: Obligations for PBS Travel and Training for Fiscal Years 1992 Through 1998

Type of Obligation	Fiscal years						
	1992	1993	1994	1995	1996	1997	1998
Travel	\$7.4	\$7.8	\$10.9	\$8.7	\$10.6	\$11.4	\$9.9
Training	6.4	6.5	7.4	7.7	8.9	7.5	4.9

Note: Dollars are in millions and have been adjusted to fiscal year 1998 dollars.

Source: PBS Budget Office.

As table 1 shows, PBS travel obligations fluctuated during the period, rising sharply in fiscal years 1994 and 1996. According to PBS officials, these increases primarily were due to the need to relocate staff—particularly federal protective service employees—to deal with security issues relating to the New York World Trade Center bombing trial in 1994 and the 1996 Olympics in Atlanta, GA. The travel obligations decreased in fiscal year 1995 due, in part, to a reorganization within PBS. Training obligations rose steadily through fiscal year 1996 and then declined in both fiscal years 1997 and 1998. According to PBS officials, training needs increased in fiscal years 1992 through 1996 due to the installation of a new computer system and the need to train employees on the new business processes that resulted from PBS' restructuring its lines of business and changing the way it would conduct business in the future.

GSA did not attempt to reduce the travel or training expenses to cover the shortfalls experienced in the FBF from fiscal year 1994 to 1997. According to PBS, given the level of the shortfalls (which ranged into hundreds of millions of dollars annually) cutting spending on travel or training (which were a few million dollars annually) would not have freed up a significant amount of funds that could have been diverted to construction or repair and alteration projects.

PBS Off-Site Events Sponsored by the Central Office and National Capital Region

PBS' Central Office in Washington, D.C., reported sponsoring 27 off-site events in fiscal years 1996 through 1998, at a total cost of \$ 2.7 million. Over half of the events (16) were annual conferences held by different business lines within PBS. The other 11 events were generally (1) associated with GSA's reinvention activities that were aimed at making PBS the provider of choice for agencies or (2) other training sessions. The events generally lasted 2 to 3 days, and 11 of the 27 were held in Maryland, more than in any other state. Three events were attended by more than 50 staff; the two largest events, "Can't Beat GSA Leasing" and "Can't Beat GSA Space Alterations," were each attended by 600 or more staff. Both of these events were held to educate GSA employees on initiatives being implemented by PBS to help make GSA the provider of choice for federal agencies' space needs.

NCR reported sponsoring six PBS off-site events, at a total cost of \$276,862, in fiscal years 1996 through 1998. Five of these six events were described as management conferences that were held on a regular schedule. An NCR official said that it is necessary for management to meet on a regular basis away from the office to reduce distractions and thus facilitate the meetings. These events were all held in Maryland or West Virginia. The sixth event was also held in West Virginia, specifically for property managers to develop new management skills that would be needed because of the organizational changes that were occurring.

Travel by Staff in the PBS Commissioner's Office

The PBS Commissioner's Office spent about \$200,000 on travel during fiscal years 1996 through 1998. During this period, a total of 26 staff were assigned to the PBS Commissioner's Office, 7 of whom were political appointees. Ten of these staff did not travel during the period reviewed. The PBS Commissioner traveled more than any of his staff. Table 2 summarizes the number of staff who traveled, the number of trips taken, and total travel expenses for each fiscal year.

Fiscal year	Number of staff traveling	Number of trips	Travel expenses
1996	10	83	\$52,683
1997	10	91	79,929
1998	10	82	67,075

Source: GAO analysis of information obtained from the PBS Commissioner's Office, GSA.

As shown in table 2, the number of trips and travel expenses increased in fiscal year 1997. This increase was due to a Senior Executive Service employee from the Denver Regional Office being temporarily assigned as the Acting Regional Administrator in the Philadelphia Regional Office for about 2 months and then as the Acting Deputy Regional Administrator in NCR for 10 months. According to PBS' Deputy Commissioner, this person was detailed to these positions due to his vast experience and knowledge of PBS. He said that PBS determined that it would be more cost effective to have this person detailed to these assignments rather than relocating him for a year.

Enclosure I to this letter contains a detailed listing of trips taken by staff in the PBS Commissioner's Office for fiscal years 1996 to 1998.

Number of PBS Staff Attending Management Programs

The number of staff that PBS has sent to management programs declined after fiscal year 1996. As shown in table 3, the number of PBS staff attending management programs declined from eight in fiscal year 1996 to three in fiscal year 1997. One of the programs attended in fiscal year 1997 is scheduled to run through May 1999. However, no new staff were sent to management programs in fiscal year 1998. According to PBS, all staff that attended these programs since fiscal year 1995 were still employed with GSA as of February 4, 1999.

Table 3: Number of PBS Staff Attending Management Programs

Fiscal year	Number of staff	Cost of program and travel	Provider of management program
1995	4	\$82,264	American University, ^a Council for Excellence in Government
1996	8	71,925	Brookings Institution, Council for Excellence in Government, Harvard University, Leaderlab, Federal Executive Institute
1997	3	44,332	Council for Excellence in Government, American University ^b
1998	0		

^aThree staff attended the American University program, which began in fiscal year 1995 and ended in fiscal year 1996.

^bThis program began in August 1997 and is scheduled to run through May 1999.

Source: GAO analysis of information obtained from PBS Management Support Division, GSA.

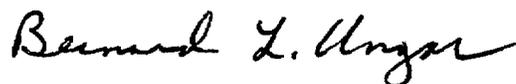
Agency Comments and Our Evaluation

We requested comments on a draft of this letter from the Administrator of GSA. On February 18, 1999, we obtained oral comments from GSA's Director, Public Buildings Service Management Support Division. He said that the draft letter generally presented the facts accurately and provided some technical comments that we incorporated as appropriate.

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We are sending copies of this letter to the Ranking Democratic Member, Subcommittee on Oversight, Investigations and Emergency Management, House Committee on Transportation and Infrastructure, and the Administrator of GSA. We will also make copies available to others on request.

Major contributors to this letter were Ronald King, Assistant Director; Maria D. Edelstein, Evaluator-in-Charge; and Michael Horton, Evaluator. Please contact me at (202) 512-8387 if you or your staff have any questions about this letter.



Bernard L. Ungar
 Director, Government Business
 Operations Issues

Enclosure

Listing of Trips Taken by Staff in the PBS Commissioner's Office

This enclosure lists trips taken by staff assigned to the PBS Commissioner's Office for fiscal years 1996 through 1998. For each position in the Commissioner's Office where staff traveled at least once, we list the dates, cost, location, and purpose of each trip that was taken in fiscal years 1996 through 1998. The staff is listed in order of those who took the most trips during the period we reviewed.

Table I.1: Trips Taken by Staff in the PBS Commissioner's Office in Fiscal Years 1996 - 1998

Position	Grade	Fiscal year	Dates	Cost	Location	Purpose	
Commissioner ^a	ES 04	1996	2/5-6/96	\$359	New York, NY	Regional office visit	
			2/12-13/96	600	Atlanta, GA	Regional office visit	
			2/15-16/96	242	Philadelphia, PA	Regional office visit	
			3/3-4/96	409	San Antonio, TX	AGC Building Contractors Division meeting/sign partnering agreement	
			3/11-14/96	560	Kansas City & St. Louis, MO/Oklahoma City, OK	Regional office visits/quarterly Senior Real Estate Managers Conference	
			4/15-16/96	486	Denver, CO	Regional office visit/tour sites	
			4/18-19/96	526	Oklahoma City, OK	Attend Oklahoma City 1 year anniversary of bombing	
			4/27-29/96	1,084	Phoenix, AZ	BOMA National Advisory Council meeting	
			5/4-10/96	3,377	Stockholm, Sweden	Workplace Network Annual Conference	
			5/12-13/96	676	Minneapolis, MN	AIA National Conference	
			6/3/96	167	New York, NY	Foley Square dedication	
			6/25-28/96	509	Boston, MA	Meeting ^b	
			7/8-11/96	225	Chicago, IL	Can't Beat GSA Leasing conference ^b	
			7/18-19/96	373	Omaha, NE	Tour sites	
			8/12-13/96	102	Baltimore, MD	Conference ^b	
			9/3-6/96	1,448	San Francisco, CA/ Denver, CO	Regional office visit/tour sites	
			9/16-17/96	591	Phoenix, AZ	Meetings/luncheon with Downtown Phoenix Partnership	
			9/29-30/96	804	Dallas, TX/Cleveland, OH	International Downtown Assoc. conference/regional visit	
			1997		10/2-3/96	532	Orlando, FL
				10/9-10/96	568	Boston, MA	Regional office visit/town hall meeting/tour courthouse
		10/17-18/96	379	Chicago, IL	Speak at National Trust for Historic Preservation conference/meet with regional staff/tour sites		
		11/6-7/96	216	Denver, CO	Preshow for Can't Beat GSA Space Alterations ^b		
		11/11-12/96	573	Montgomery, AL	Groundbreaking/meetings with judge and senator		

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			11/19-22/96	370	San Diego, CA	Can't Beat GSA Space Alterations conference ^b
			12/3-5/96	123	Baltimore, MD	Conference
			1/5-9/97	668	New Orleans, LA/Ft Lauderdale, FL	Security, Space & Facilities conference.
			2/19-20/97	419	Boston, MA	Not specified ^d
			3/24/97	151	New York, NY	Speak at opening of AIA exhibit
			4/1-6/97	1,553	Seattle, WA/ Portland, OR/ San Francisco, CA	Site visits/meet with regional staff/attend & speak at conference
			5/2-3/97	690	Phoenix, AZ	Conference
			5/18-23/97	2,910	New Orleans, LA/ Calgary, Canada	Attend AIA National Convention/ Workplace Network conference
			5/28-29/97	379	Phoenix, AZ	Speak at conference ^d
			6/8-10/97	793	Portland, OR	AOC Conference
			6/23-25/97	1,246	Minneapolis, MN/ Detroit, MI	Dedication/tour sites/attend BOMA meeting
			7/22/97	525	Boston, MA	Meetings
			7/30-8/1/97	796	San Francisco & Los Angeles, CA	Tour sites/meet with regional staff
			9/18-19/97	525	Concord, NH	Courthouse dedication
			9/29-30/97	642	Atlanta, GA	Regional office & site visits
		1998	10/27-28/97	191	Philadelphia, PA	Conference ^e
			11/4-7/97	929	Dallas, TX/Tulsa, OK/Little Rock, AR	Not specified ^d
			11/24/97	247	New York, NY	Not specified ^d
			12/2-5/97	83	Annapolis, MD	SES conference ^e
			12/8-12/97	2,390	London, England	Meetings
			1/13-14/98	348	New York, NY	Meetings
			1/27-29/98	385	Grand Rapids, MI	Conference ^e
			2/11/98	135	New York, NY	Meeting
			2/16-17/98	1,095	Helena, MT	Attend hearing
			3/12-13/98	615	Miami, FL	Meetings
			3/17-18/98	474	New York, NY	Meetings
			4/2-3/98	588	Boston, MA	Meetings
			4/16-17/98	370	Boston, MA	Meeting ^e
			4/27-28/98	404	New York, NY	Tour courthouse/speak at building show
			5/7-20/98	5,106	Dublin, Ireland/ London, England	Meet with officials from Ireland's Public Works Office/attend the Workplace Network conference
			6/4-6/98	312	Denver, CO	Meeting
			6/8/98	449	Boston, MA	Meetings
			6/18-19/98	187	Philadelphia, PA	Conference ^b
			7/7-9/98	1,222	Seattle, WA	Conference
			8/17-18/98	670	Salt Lake City, UT	Meetings
			8/27-28/98	487	Savannah, GA	Not specified ^d
			9/2-3/98	416	New York, NY	Regional office visit and meeting on Penn Station

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Deputy Commissioner	ES 05	1997	9/9-11/98	813	Toronto, Canada	Speak at conference on courthouse design	
			9/18/98	165	New York, NY	Meeting on Penn Station	
			9/23-25/98	574	Boston, MA	PBS Management conference ^b	
			1/5-7/97	682	New Orleans, LA	Security, Space & Facilities conference.	
			3/7/97	76	Charlottesville, VA	Speech for GSA Administrator	
			3/14/97	26	Philadelphia, PA	Conference ^d	
			3/24-26/97	806	Atlanta, GA	Deputy Regional Administrator's conference.	
			4/10/97	17	Boston, MA	Not specified ^e	
			5/12-14/97	1,039	Indianapolis, IN	Not specified ^e	
			5/22-23/97	602	Atlanta, GA	Not specified ^e	
			5/29/97	441	Boston, MA	Regional office visit	
			6/8-10/97	675	Portland, OR	Not specified ^e	
			6/22-25/97	356	San Francisco, CA	Not specified ^e	
			8/4/97	161	Chicago, IL	Meeting	
			8/21-22/97	605	Boston, MA	Not specified ^e	
			9/15-17/97	799	Denver, CO/Atlanta, GA	Not specified ^e	
			9/23-24/97	397	New York, NY	Not specified ^e	
			1998	10/26-28/97	218	Philadelphia, PA	PBS conference
			12/2-5/97	80	Annapolis, MD	SES Conference	
			12/8-9/97	612	Tampa & St Petersburg, FL	U.S. Courts	
			12/18-20/97	365	Los Angeles, CA	Meeting with city officials re: LA court plan	
			1/13-14/98	528	Boston, MA	Not specified ^e	
			1/19-20/98	403	Los Angeles, CA	Not specified ^e	
			2/11-13/98	1,407	San Juan, PR/ St. Croix & St. Thomas, VI	Not specified ^e	
			2/17-19/98	1,184	Miami & Fort Myers & Tampa, FL/ Atlanta, GA	Not specified ^e	
			3/18-19/98	490	Orlando, FL	Not specified ^e	
			4/27/98	557	St. Louis, MO	Not specified ^e	
			5/1/98	402	Tampa, FL	Not specified ^e	
			5/12-15/98	931	Kansas City, MO/Tampa, FL	Not specified ^e	
			6/2-3/98	305	San Antonio, TX	Conference ^b	
6/7-9/98	753	Boston, MA	Meeting				
6/10-11/98	550	Albany, NY	Conference				
6/17-19/98	244	Philadelphia, PA	Conference ^b				
6/21-22/98	306	Philadelphia, PA	Not specified ^e				
8/13-18/98	1,575	San Francisco, CA	Give testimony in MSPB hearing				
8/19/98	153	Philadelphia, PA	Field office meeting				
8/24-27/98	605	Los Angeles, CA	2nd PBS/Marshals Workshop				
8/31/98	388	Orlando, FL	Meet with Judge on design for Orlando courthouse				

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		year					
Special Assistant ^a	GS 13	1996	9/22-25/98	569	Boston, MA	PBS Management Conference ^b	
			3/12-14/96	714	St. Louis, MO/ Oklahoma City, OK	Senior Real Estate conference/ travel with commissioner	
			4/17-19/96	551	Oklahoma, OK	Observe 1 year anniversary of Oklahoma City bombing	
			6/3/96	267	Chicago, IL	Meeting	
			6/12-13/96	516	Dallas & Ft. Worth, TX	Discuss feasibility study/FEMA meeting/represent PBS Commissioner at meeting	
			6/27-28/96	448	Boston, MA	Can't Beat GSA Leasing conference	
			7/8-11/96	362	Chicago, IL	Can't Beat GSA Leasing conference	
			7/29-30/96	235	New York, NY	Site visit for outleasing project	
			8/5-7/96	699	Dallas & Ft. Worth, TX /Oklahoma City, OK	Site visit/congressional meeting/meeting with FEB	
			9/2-4/96	811	Monterey, CA	TEEM '96 Conference	
			9/30-10/1/96	600	Boston, MA	Visit federally owned space for possible outleasing	
			1997	10/2-3/96	597	Orlando, FL	Accompanying commissioner to speech
			10/27-11/1/96	800	Dallas & Ft. Worth, TX	Signing of Memorandum of Understanding	
			3/25-26/97	438	Denver, CO	G7 conference set-up	
			4/1-3/97	989	Denver, CO	Meeting	
			4/17-24/97	1,233	Atlanta, GA/Denver, CO	Meeting	
			5/7-6/27/97	870	Denver, CO	To work on Denver Summit ^g	
6/8-10/97	627	Washington, D.C.	Travel home during 2 month assignment to Denver, CO				
9/18/97	154	New York, NY	Goodwill Games				
1998	10/30-11/3/97	609	Atlanta, GA	Goodwill Games/meeting			
1/12-13/98	372	Oklahoma City, OK	Meeting				
2/18-20/98	994	Portland, OR	Not specified ^d				
3/11-13/98	1,006	Houston, TX/Atlanta, GA	Not specified ^d				
3/31/98	164	New York, NY	Not specified ^d				
4/8-12/98	744	Denver, CO	Not specified ^d				
6/4-5/98	278	New York, NY	Not specified ^d				
7/15-21/98	1,329	Atlanta, GA/New York, NY/Washington, D.C.	Not specified ^{e,n}				
8/5-7/98	979	Washington, D.C.	Not specified ^{e,n}				
9/8-11/98	1,082	Washington, D.C.	Not specified ^{e,h}				
Special Assistant ^a	ES 01	1996	10/10-11/95	268	Philadelphia, PA	CAD 2000 task force & PBS CAD center rollout	
			10/15-18/95	1,358	Atlanta, GA/New York, NY/Boston, MA	CAD 2000 rollout regional visits	
			10/29-11/9/95	2,573	San Francisco, CA/ Auburn, WA	CAD 2000 rollout regional visits	

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			11/13-14/95	612	Nashville, TN	CAD 2000 rollout regional visits
			11/27-29/95	709	Buffalo, NY	CAD 2000 rollout regional visits
			12/5-8/95	679	Louisville, KY/ Philadelphia, PA	CAD 2000 rollout regional visits
			12/10-11/95	584	Dallas, TX	CAD 2000 rollout regional visits
			12/13-15/95	150	Annapolis, MD	Conference ^b
			1/30-2/1/96	556	Kansas City, MO	CAD 2000 rollout
			4/11/96	129	Philadelphia, PA	PROMPT/STAR Application
			4/16-17/96	238	Philadelphia, PA	PROMPT/STAR Application
			5/9-10/96	199	Baltimore, MD	PBS Corporate Information Council Meeting
			6/17-22/96	1,613	Anaheim, CA	A/E/C Systems '96 conference
			7/29-31/96	621	Chicago, IL/ Detroit, MI	CAD/CIFM pilot/Detroit EZ
		1997	12/3-6/96	71	Baltimore, MD	SES conference
			3/26-27/97	686	Detroit, MI	Site review
			4/9-17/97	1,701	Detroit, MI	CEB conference
			7/17-23/97	1,642	Boston, MA	EZ/EC conference
			8/11-13/97	798	Ottawa, Canada	Meet with officials from the Agency on Public Works, Government Services, Architectural & Engineering Services, and Real Property
		1998	10/12-18/97	2,159	Los Angeles, CA	Visit Community Development Bank
			11/18-23/97	1,563	Dallas, TX	Attend GSA announcement
			12/2-5/97	81	Annapolis, MD	SES conference
			1/26-31/98	1,269	Los Angeles, CA	Round 1 Easy Designation announcement
			3/29-4/2/98	624	Cedar Rapids, IA	Facility dedication
			4/13-17/98	1,259	New Orleans, LA/ Montgomery, AL	Round 2 Empowerment Announcement at NCBM
			6/1-4/98	706	Chicago, IL	A/E/C Systems '98 Conference
Chief of Staff	ES 02	1996	10/18-19/95	351	Chicago, IL	Assistant Regional Administrators meeting
			12/12-15/95	166	Annapolis, MD	Senior Real Estate Managers conference
			3/11-14/96	567	St. Louis, MO	Senior Real Estate conference
			4/15-16/96	470	Denver, CO	Not specified ^f
			6/25-28/96	492	Boston, MA	Meetings
			7/8-11/96	229	Chicago, IL	Can't Beat GSA Leasing conference ^b
			8/11-13/96	145	Baltimore, MD	Conference
			8/20-21/96	384	New York, NY	Regional office visit and site visits
		1997	10/9-10/96	568	Boston, MA	Meeting/speaking engagement, regional visit, town hall meeting/tour courthouse
			10/24/96	162	Philadelphia, PA	Meeting
			11/6-7/96	227	Denver, CO	Not specified ^c

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Listing of Trips Taken by Staff in the PBS Commissioner's Office

Position	Grade	Fiscal year	Dates	Cost	Location	Purpose
			11/19-22/96	338	San Diego, CA	Can't Beat GSA Alterations conference
			12/3-6/96	71	Baltimore, MD	Conference
			4/1-6/97	1,367	Seattle, WA/Portland, OR/San Francisco, CA	Region/site visits, conference
			5/18-23/97	3,217	Calgary, Canada	Workplace Network conference
			8/6/97	149	Philadelphia, PA	Not specified ^f
			9/21-22/97	488	New York, NY	International Downtown Association conference
		1998	10/15-16/97	582	Ft Worth, TX	Not specified ^f
			10/27-28/97	201	Philadelphia, PA	Not specified ^f
			12/2-5/97	103	Annapolis, MD	Not specified ^f
			5/7-16/98	4,769	Dublin, Ireland/ London, England	Meet with officials from Ireland's Public Works Office/attend the Workplace Network conference
			6/17-19/98	219	Philadelphia, PA	Conference
Former Deputy Commissioner	ES 06	1997	1/5-16/97	1,925	Philadelphia, PA/ Denver, CO	TDY expenses and trips home during detail as acting regional administrator
			1/17-2/3/97	1,516	Denver, CO	TDY expenses and trips home during detail as acting regional administrator
			1/24-26/97	552	Washington, D.C.	Meet with senators Byrd & Davis/attend BOMA conference
			2/4-28/97	3,257	Denver, CO	TDY expenses and trips home during detail as acting regional administrator
			3/1-13/97	2,431	Denver, CO	TDY expenses and trips home during detail as acting deputy regional administrator
			3/14-31/97	637	Denver, CO	TDY expenses and trips home during detail as acting deputy regional administrator
			4/1-16/97	935	Denver, CO	TDY expenses and trips home during detail as acting deputy regional administrator
			4/17-30/97	2,610	Denver, CO	TDY expenses and trips home during detail as acting deputy regional administrator
			5/1-16/97	889	Denver, CO	TDY expenses and trips home during detail as acting deputy regional administrator
			5/17-6/2/97	2,376	Denver, CO	TDY expenses and trips home during detail as acting deputy regional administrator
			6/3-18/97	889	Denver, CO	TDY expenses and trips home during detail as acting deputy regional administrator

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Listing of Trips Taken by Staff in the PBS Commissioner's Office

Position	Grade	Fiscal year	Dates	Cost	Location	Purpose
			6/19-30/97	2,122	Denver, CO	TDY expenses and trips home during detail as acting deputy regional administrator
			7/1-17/97	989	Denver, CO	TDY expenses and trips home during detail as acting deputy regional administrator
			7/18-31/97	2,694	Denver, CO	TDY expenses and trips home during detail as acting deputy regional administrator
			8/1-20/97	1,332	Denver, CO	TDY expenses and trips home during detail as acting deputy regional administrator
			8/21-9/2/97	2,576	Denver, CO	TDY expenses and trips home during detail as acting deputy regional administrator
			9/3-17/97	846	Denver, CO	TDY expenses and trips home during detail as acting deputy regional administrator
			9/18-30/97	2,241	Denver, CO	TDY expenses and trips home during detail as acting deputy regional administrator
		1998	10/1-11/3/97	669	Denver, CO	TDY expenses and trips home during detail as acting deputy regional administrator
			11/4-30/97	3,293	Denver, CO	TDY expenses and trips home during detail as acting deputy regional administrator
			12/1-24/97	3,040	Denver, CO	TDY expenses and trips home during detail as acting deputy regional administrator
Former Deputy Commissioner	ES 06	1996	10/16-18/95	500	Chicago, IL	GSA CIO meeting
			11/13/95	442	White Plains, NY	Dedication ceremony
			12/12-15/95	170	Annapolis, MD	Senior Real Estate Managers meeting
			2/14-17/96	1,175	Fresno & San Francisco, CA	Not specified ^c
			3/11-14/96	606	St Louis, MO	PBS Real Estate Managers conference
			3/20-22/96	677	Denver, CO	Not specified ^c
			4/30-5/3/96	996	Boston, MA	Training at the JFK School of Government
			5/5-7/96	459	Philadelphia, PA	IDRC meeting
			6/25-28/96	528	Boston, MA	Conference
			7/8-11/96	291	Chicago, IL	Can't Beat GSA Leasing conference
			8/11-13/96	160	Baltimore, MD	Conference ^b
			9/11-13/96	728	Denver, CO	Not specified ^c
			1997		11/3-8/96	915

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Listing of Trips Taken by Staff in the PBS Commissioner's Office

Position	Grade	Fiscal year	Dates	Cost	Location	Purpose
			11/19-22/96	381	Chicago, IL/San Diego, CA/Dallas, TX	Can't Beat GSA Space Alterations conference
			12/2-6/96	186	Baltimore, MD	Conference ^e
			1/5-7/97	720	New Orleans, LA	Security, Space & Facilities conference.
Community Planner	GS 14	1996	9/29-30/96	797	Dallas, TX/Cleveland, OH	International Downtown Association conference
		1997	11/14-15/96	487	Tampa, FL	Asset Management Workshop
			11/18-20/96	582	Boston, MA	To see demo projects sites for good neighbor program ^e
			1/22-23/97	439	Kansas City, MO	Meet with regional staff on good neighbor program
			2/5-7/97	520	Chicago, IL	Meet with regional staff on good neighbor program
			4/9/97	242	New York, NY	To see project for public spaces
			4/27-5/1/97	1,236	Portland, OR/Los Angeles, CA	Meet with regional staff on good neighbor program
			7/17/97	45	Baltimore, MD	Meeting w/partnership on good neighbor agreement
			7/29-30/97	633	Albany, NY	NY State Conference of Mayors
		1998	4/2-4/98	617	Boston, MA	Meetings
			4/16-17/98	605	Boston, MA/New York, NY	Attend Boston City Hall Panel Meeting
			6/6-8/98	430	Boston, MA	Meetings
Senior Advisor	ES 04	1996	12/12-15/95	955	Seattle, WA	Enterprise Community conference
			2/7/96	476	Nashville, TN	CEB regional conference
			4/28-29/96	578	Nashville, TN	Presentation on urban locational policy to Mainstreet Organization
			5/12-14/96	955	Atlanta, GA	Review regional process with AFC & Olympics
			8/13-15/96	836	Denver, CO	Support administrator's visit
			9/11-12/96	329	Philadelphia, PA	Attend administrator's urban policy presentation
			9/15-18/96	905	Phoenix, AZ	Attend administrator's urban policy presentation
			9/28-10/1/96	1,161	Dallas, TX/Cleveland, OH	Accompany commissioner to International Downtown Association & NCUED conference
		1997	10/8-11/96	1,239	Memphis, TN/St. Louis, MO	Accompany administrator on presentations
			10/17-19/96	735	Portland, OR	To advance GSA Administrator
			10/23-25/96	622	Tampa, FL	To advance GSA Administrator
			5/7-9/97	1,031	Atlanta, GA/Chattanooga, TN	Recommendation from the Administrator
Former Chief of Staff	ES 02	1996	12/12-15/95	190	Annapolis, MD	Senior Real Estate Managers meeting
			2/5-6/96	430	New York, NY	Regional office visit
			2/12-13/96	602	Atlanta, GA	Regional office visit
			2/15-16/96	264	Philadelphia, PA	Not specified ^e

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Position	Grade	Fiscal year	Dates	Cost	Location	Purpose
			2/26-27/96	607	Atlanta, GA	Speak at Black History Program
			3/11-14/96	648	Kansas City & St Louis, MO/Oklahoma City, OK	Regional office visit/quarterly senior regional managers conference ⁱ
			4/21-5/17/96	123	Charlottesville, VA	Leadership for a Democratic Society training ^j
Former Commissioner^a	ES 06	1996	10/7-14/95	2,021	Los Angeles/San Francisco, CA	NACORE Symposium/American Institute of Architect's International conference
			10/28-11/1/95	1,323	Albuquerque, NM	Attend/speak at IDRC World Congress
			1/11-15/96	1,224	Palm Springs, CA	Attend BOMA meeting and leadership conference
			2/26-29/96	532	Chicago, IL	Corporate Real Estate symposium
Special Assistant	ES 05	1998	6/18-24/98	1,098	Philadelphia, PA	BOMA conference
			8/25-29/98	763	Hilton Head, SC	Participate in panel at The Society of Marketing Professional Services
			9/22-26/98	2,142	Boston, MA/Charlotte, NC	Attend senior management conference/speak at AGC conference
Special Assistant^a	GS 15	1998	11/4-5/97	297	Chicago, IL	Attend SCAN-TECH exhibit
			12/9-12/97	712	San Jose, CA	Attend Card Tech/Secure Tech 1997 conference
			2/2-4/98	531	Albuquerque, NM	Meeting on Smart Card program
Program Specialist	GS 13	1997	8/9-15/97	807	Bethel, ME	Training
Detaillee	GS 14	1998	7/16-17/98	505	Chicago, IL	FPS Charette Implementation meeting
Special Assistant	GS 11	1996	8/11-13/96	164	Baltimore, MD	Assist with Senior Real Estate Conference ^b

^aThis staff was a political appointee.

^bLodging for this trip was paid by government contract and is not included in the cost of travel. PBS contracted directly with the conference facility for a block of rooms for participants in lieu of having participants pay for lodging and then reimbursing them through per diem on their travel voucher.

^cTravel completed with a blanket travel order, which authorizes trips as necessary for the entire fiscal year and does not require that the purpose of each individual trip be specified.

^dLodging paid by the U.S. Postal Service as part of the conference.

^eStayed with friends or family, no lodging needed.

^fTransportation costs not provided and therefore not included in the cost of travel figures.

^gTravel cost reported does not include lodging or meals.

^hThis staff transferred to the Atlanta Regional Office but continued to work for the Commissioner's Office until October 1998.

ⁱTwo nights of lodging in St. Louis, MO, was paid for by government contract and not included in the cost of travel figures.

^jFederal Executive Institute provided lodging and meals as part of training.

^kThis staff was a political appointee.

Source: GAO analysis of information obtained from the PBS Office of the Commissioner, GSA.

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